
Arizona Strategic Prevention Framework

State Incentive Grant



Annual Report Snapshot

October 1, 2007— September 30, 2008



Provided to

Governor's Office of Children, Youth and Families
Division for Substance Abuse Policy



By

Pima Prevention Partnership

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Arizona SPF SIG Technical Assistance and Evaluation Annual Report Snapshot

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I. Executive Summary

In October 2004 the Arizona Governor's Office was awarded a Strategic Prevention Framework State Incentive Grant (SPF SIG) from the Substance Abuse and Mental Health Services Administration (SAMHSA). The SPF SIG grants are five-year infrastructure grants administered by SAMHSA's Center for Substance Abuse Prevention (CSAP) and awarded to states to enable them to build sustainable systems at the state and community level to prevent and reduce underage drinking and substance abuse. Arizona's SPF SIG grant is coordinated through the Governor's Office for Children Youth and Families (GOCYF), Division for Substance Abuse Policy (DSAP). Arizona's grant award totaled \$11 million for a five-year period from October 2004 through September 2009.

The Governor's Office for Children, Youth and Families (GOCYF) division for Substance Abuse Policy (DSAP) works to develop and enrich the delivery of substance abuse education, prevention, and treatment services throughout Arizona. To this end, the Strategic Prevention Framework State Incentive Grant (SPF SIG) has been productively implemented in Arizona by GOCYF-DSAP. By the end of Year Four of the Arizona SPF SIG Grant, ending September 30, 2008, the state of Arizona saw important changes to its substance use prevention infrastructure, critical steps taken by communities throughout the state, and important progress to the reduction of substance use and its consequences.

This *Annual Report Snapshot* provides a condensed view of the complete *Annual Report, October 1, 2007 – September 30, 2008*.

Key Outcomes in Year Four:

- ✓ Initial National Outcome Measures data indicates that the SPF SIG initiative is having a positive impact in Arizona communities across most measures
- ✓ Data driven decision making, planning, and policy development were formalized and institutionally supported through ASAP resulting in cross-systems collaboration
- ✓ State agencies and communities increased their use of evidence-based practices
- ✓ The state increased coordination with, and funding for, three additional tribal coalitions
- ✓ The state increased accountability for measurable outcomes
- ✓ The Arizona Substance Abuse Partnership (ASAP) exceeded its mandate for quarterly meetings, and demonstrated high levels of member agency engagement
- ✓ Community coalitions across Arizona implemented environmental strategies to reduce substance abuse, primarily focusing on public policies
- ✓ Community coalitions addressed the State Underage Drinking Prevention Committee goals at the community level
- ✓ Funded coalitions demonstrated high levels of functioning in the *Leadership Effectiveness* and *Synergy* categories
- ✓ Community substance use prevention coalitions were strengthened or created across the state



II. State Level Evaluation

The evaluation of the Arizona SPF SIG is a comprehensive study assessing project progress, achievements, and impact at both state and community levels.

✓ **State-Level Implementation in Arizona Leads to Improvements in the Prevention Infrastructure**

The five steps of the Strategic Prevention Framework not only provide a process for data-driven decision making; the implementation of SPF is also intended to produce outcomes in the development and enhancement of substance abuse prevention infrastructures. Figure 1, below, shows the domains of infrastructure in relationship to the five steps of the SPF.

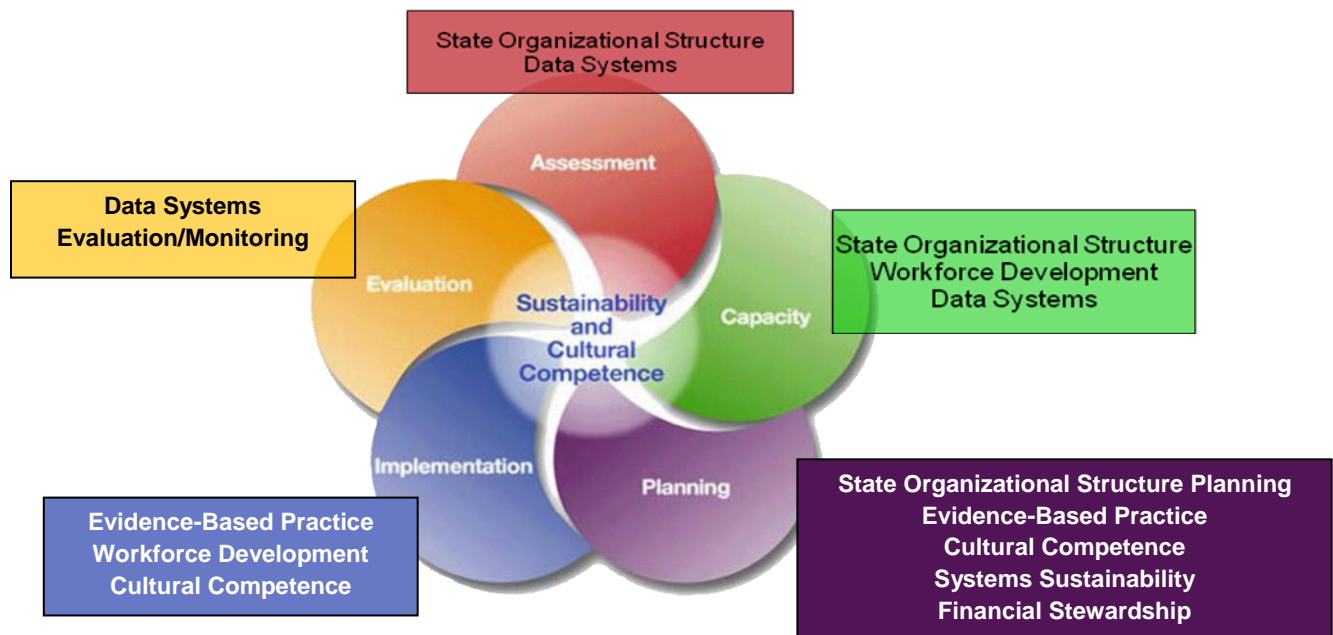


Figure 1: Relationship between the SPF and Domains of Infrastructure Development

Infrastructure refers to the underlying base or foundation of an organization or system. The evaluation of Arizona state-level prevention infrastructure development has focused on the nine domains of infrastructure as defined by the Center for Substance Abuse Prevention (CSAP) at the Substance Abuse and Mental Health Services Administration (SAMHSA). Information on infrastructure development was obtained through a social network survey, state-level documents and observation of state-level activities. What follows is an overview of the results of a social network analysis, showing changes to the web of relationships that make up the prevention infrastructure.

Evaluating Connectivity in the Arizona Substance Abuse Prevention Infrastructure using Social Network Analysis:

Social network analysis (SNA) is an analytical technique used to examine relationships between organizations, agencies, and individuals. SNA is a particularly useful tool for measuring, mapping, and understanding the dynamics and structures of relationships, within complex systems such as state prevention networks. How well member organizations interact, share resources, information, and collaborate plays a large role in the overall effectiveness and efficiency of the system.

Key Outcomes of the Network Analysis

- The network is larger and more connected among its members

The prevention network increased in size from 32 to 44 members (37%) between 2006 and 2008, due in large part to the Arizona SPF SIG project. The members of the network were significantly more connected with one another in 2008 than they were in 2006, as measured by network density; the density of the network for each measure of network functioning increased by 143% to 388%.

- The network is less centralized

The network has changed from a more centralized network in 2006 with a small number of state agencies controlling most of the functions, to a network in 2008 with reduced centrality and higher measures of connectivity between members.

- The network is more densely connected

Figure 2 shows that the highest network density was 53.7% for the network when looking at how members of the network receive information from one another. In other words, of the 1,936 total possible one-to-one connections between the 44 members of the network, about 1,040 connections were in place.

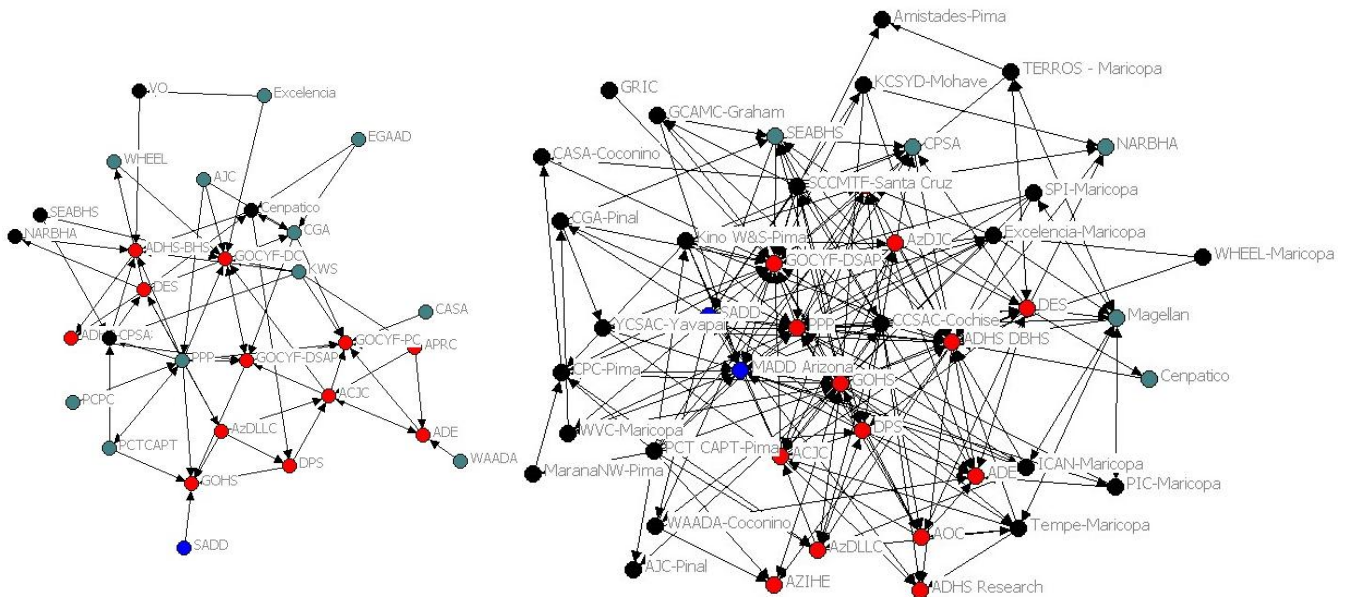


Figure 2: Network density comparison for 2006 (left) and 2008 (right) for Receiving Resources network functions within the Arizona UAD prevention network. Red dots = state agencies, gray = for-profit health care organizations, blue = state-level national advocacy org, black = community-based prevention coalitions.

Network Development Recommendations

It is recommended that following efforts be made to continue the successes already achieved within this network:

Develop sustained efforts among members of the network This should be accomplished, in part, through a combination of consistent funding, institutionalized practices and structures, and positive outcomes by all members of the network at state and local level.

Further increase collaboration and the sharing of resources and information among members of the network This can be accomplished through state and regional meetings and conferences, coordinated information sharing efforts, and continued training and workforce development efforts made available to substance abuse prevention organizations throughout the state.

Evaluating CSAP's Nine Domains of Infrastructure

The Social Network Analysis (SNA) study of Arizona's underage drinking prevention network indicates a positive infrastructural progression in the prevention organizations network. The growth and increase in strength since 2006 can be expected to support a more robust and sustainable statewide effort. This section of the report provides further insight into the developments of Arizona's substance abuse prevention infrastructure by examining developments according to each of CSAP's nine domains.

1. State organizational structure

- Year Four developments in state organizational structure continued to build upon the success of ASAP's establishment.
- State prevention activities funded outside of the Governor's Office came more into alignment with the SPF model as the Arizona Department of Health Services began requiring coalition collaboration among block grant funded prevention providers
- The largest Regional Behavioral Health Authority in Arizona restructured its prevention system in the model of the SPF SIG.

2. Planning

- Infrastructure outcomes achievements in the "Planning" domain (Figure 3) resulted primarily from formal planning efforts by ASAP and its associated committees.
- In June 2008, the Strategic Focus Areas were reviewed and a report on outcomes for each area was provided to ASAP.
- For the action steps not yet completed, the next steps and agencies responsible for these actions and completion deadlines were identified, building accountability within ASAP and its member agencies.

- The Need for Enhanced Treatment within the Child Welfare System
- The Need to Enhance Law Enforcement Capacity to Respond to the Importation of Illicit Drugs and Manufacture of Synthetic Drugs within Arizona
- The Need for Data Driven Decision Making and Policy Development
- Emerging Trends and the State's Capacity to Respond

Figure 3: Arizona Substance Abuse Partnership's 2008 Strategic Focus Areas

3. Data Systems

- The ASAP adopted an emphasis on improving data infrastructures in Arizona, targeting fragmented data collection silos, which inhibits the synthesis and analysis of statewide substance abuse data guiding policy and budget decisions.
- The SEOW expanded its membership to incorporate representatives from state agencies whose statewide data were previously inaccessible, including the Administrative Office of the Courts, the Department of Correction, the Department of Public Safety, and First Things First, the citizens' initiative funding early childhood development and health programs.
- The SEOW pursued issues such as the shortage of adult substance abuse prevalence data, including a review of the costs for collecting general adult population data, and the absence of a sufficient

instrument for measuring substance abuse treatment capacity. SEOW is in the process of drafting recommendations for ASAP.

4. Workforce Development

- The GOCYF provided ongoing training and technical assistance to substance abuse coalitions and prevention providers in Arizona through the annual coalition forum and statewide substance abuse conference along with regular contact from the contracted PPP technical assistance and evaluation teams.
- Monthly coalition conference calls for SPF SIG and Anti-Meth coalitions provided further workforce development and information sharing opportunities among coalitions as well as technical assistance from PPP and the GOCYF.
- The Workforce Development Committee of ASAP, a cross-systems effort that involved state agency and community level representatives, implemented an online workforce development survey to identify training needs and continued discussions around a statewide prevention specialist certification process.

- AYS is not institutionalized and securely funded
- No process in place to collect systematic data on prevalence of adult substance abuse
- No central repository for statewide data on substance abuse to facilitate access and dissemination to state agencies, community partners, or the public
- No data to demonstrate linkages between adult substance use and child welfare

Figure 4: State Systems Data Gaps Identified in Year Three

5. Evidence-Based Practices

- The Workforce Development Committee of ASAP brought significant focus on implementing evidence-based practices by instituting a review of evidence-based practices with all block grant funded prevention provider programs.

6. Cultural Competency

- The GOCYF released the Governor's Tribal Capacity Project to Prevent Underage Drinking and Other Illicit Drugs Grant Program specifically for the tribes of Arizona to implement the SPF, and successfully contracted with eight additional tribal coalitions to implement the SPF and arranged technical assistance and evaluation services for them through PPP.

7. Evaluation & Monitoring

- The ASAP committees and workgroups documented progress in the evaluation and monitoring of cross-systems collaborations through annual outcomes reports and Executive Action Briefings.
- ASAP produced its first annual report in July 2008, which highlighted major accomplishments and outcomes achieved since its inception in June 2007.
- Cross-systems collaboration improved evaluation among community level prevention providers, as did the implementation of common measures for coalition functioning instituted for both GOCYF-funded coalitions and coalitions receiving support through the SAPT Block Grant funding administered by the ADHS and Regional Behavioral Health Authorities.
- The GOCYF began requiring all GOCYF funded substance abuse coalitions, including SPF SIG coalitions, to report quarterly on standardized benchmark measures (Figure 5), thereby enhancing the quality and consistency of data collection.

1. Reduction or prevention of underage drinking
 - County-specific epidemiology profiles
 - Arizona Youth Survey
 - Vital Statistics
 - Arrestee data, crime reports
2. Increase in awareness of the impact of underage drinking on the community
 - Community Outreach Efforts
 - Community Coalition Membership
 - Community-Developed Indicators
3. Increases in community mobilization and coalition functioning
 - Tri-Ethnic Center Community Readiness Surveys
 - Partnership Coalition Functioning Instrument

Figure 5: Community Coalition Benchmark Data Required as of Year Four

8. Systems Sustainability

- The GOCYF highlighted the issue of sustainability for SPF SIG and Anti-Meth coalitions by requiring that funding renewal applications address system sustainability, and by offering training, information, and tools on sustainability planning and capacity building for coalition membership at the 2008 Coalition Forum.
- Outside of the GOCYF, the Arizona Department of Health Services (ADHS) and the largest Regional Behavioral Health Authority (RHBA) moved toward the long-term sustainability of the Strategic Prevention Framework as the Arizona model for substance abuse prevention work, making systems-level changes to incorporate coalition-based efforts into the requirements for SAPT block grant funded prevention providers.

9. Financial Stewardship

- The ASAP member agencies collected information on funding for law enforcement entities statewide and institutionalized the new Project Investment Justification for Substance Abuse Programs (PIJ-SAP), a statewide budget and legislative proposal review process for coordinating efficient substance abuse spending and making formal recommendations to the Governor's Office of Strategic Planning and Budget.

Recommendations

Recommendations for the continuing statewide SPF implementation, informed by the Year Four evaluation are as follows:

Create a state transitional plan for the sustainability of the Strategic Prevention Framework community coalition efforts in Arizona

Formal efforts should be made to transition SPF SIG coalition efforts into the ADHS SAPT block grant funded prevention system or other stable, funded prevention systems to be created by the state, in order to maintain their progress and build on current successes.

Ensure that unspent SPF SIG carry-over funding is expended to further build the state's capacity to respond to substance abuse issues in Arizona

The forthcoming Year Five marks the last of the five years of the SPF SIG initiative. Unspent funds should be allocated to build community capacity using the SPF model in high need and low capacity communities that have not benefitted from SPF SIG funds thus far.



III. Community Level Evaluation

Implementation of SPF Step Four: In Year Three of Community Funding, Community Grantees Implement Local-Level Activities

Overview

In August 2006, Pima Prevention Partnership (PPP) began providing evaluation technical assistance to funded coalitions. One element of the SPF SIG evaluation consists of evaluating the activities conducted by the funded communities, as well as outcomes of those activities.

Snapshot of Coalition Activities and Outcomes

During this year of funding, SPF SIG grantees collectively planned for 67 environmental strategies to be implemented as part of the SPF SIG. **This more than doubled the expected number of environmental strategies, indicating an increasing capacity of coalitions to plan for broad prevention strategies designed to affect entire communities and populations.**

On the following pages, Figure 6 illustrates the summary of coalition activities, and Table 1 provides a list of the coalitions and the geographic location and population size of the communities they serve. The section concludes with highlights of coalitions' infrastructure developments and a discussion of Coalition Functioning.

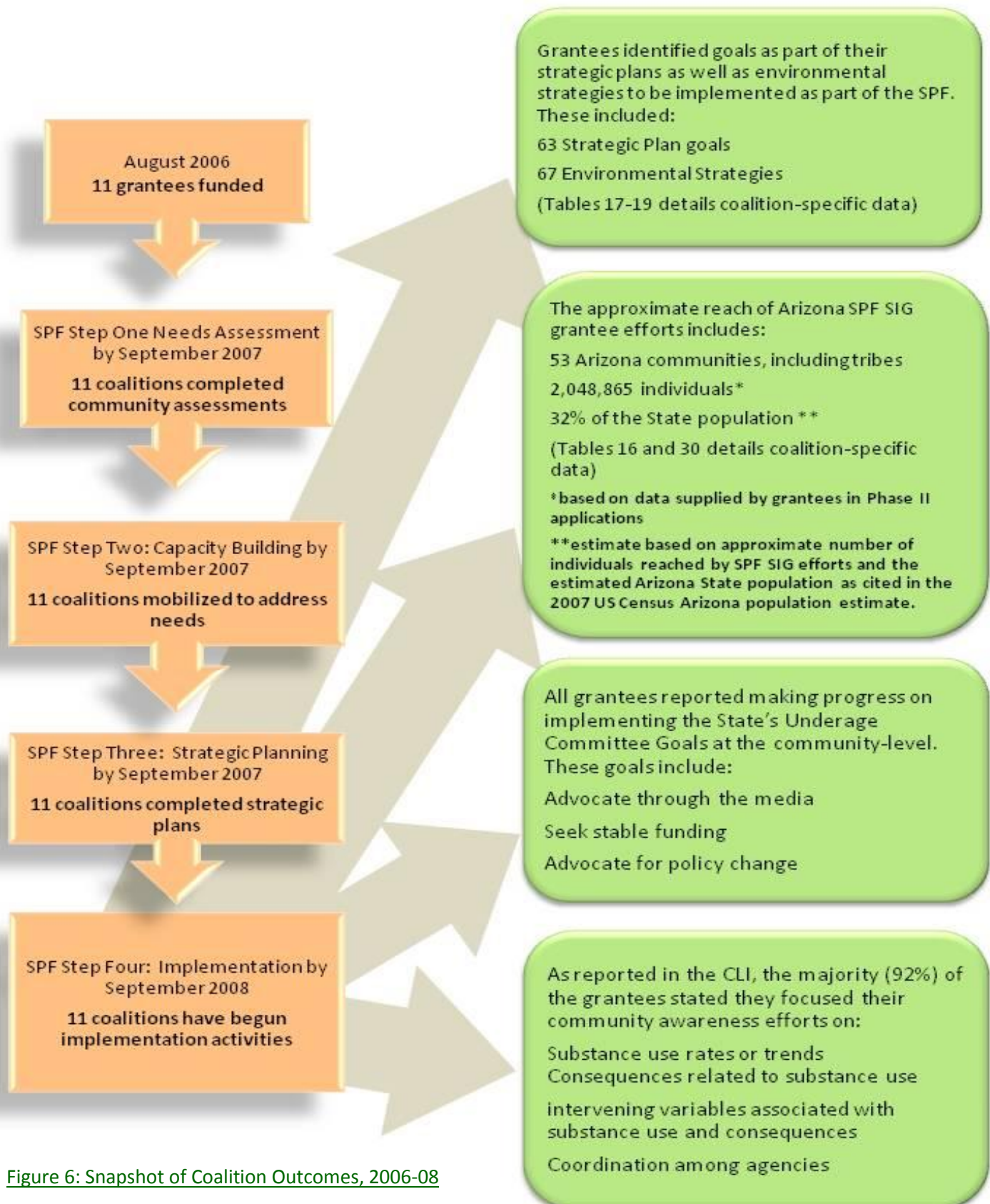


Figure 6: Snapshot of Coalition Outcomes, 2006-08

Table 1: Geographic Areas and Populations Being Served by Coalitions, 2008

Coalition	Geographic Area(s)	Population
Coalition for Successful Youth Development (CSYD)	City of: Kingman (Mohave County)	48,829
Coconino County Alliance Against Drugs (CCAAD)	City of: Flagstaff (Coconino County) and Havasupai, Hopi, Hualapai, Navajo, and Kaibab Paiute Indian Tribes	130,530
Community Outreach Program Education (COPE)	City of: Phoenix (Maryvale community; boundaries are Camelback to the north to I-10 on the south to I-17 on the east to 125 th Ave. to the west)	226,265
Community Prevention Coalition (CPC)	Cities of: Marana and Tucson (Pima County) and the Tohono O'odham Indian Tribe	924,786
Drug and Alcohol Awareness and Prevention Community Alliance (DAAPCA)	Cities of: Claypool, Globe, Miami (Gila County)	11,331
Excelencia Drug Prevention Community Coalition	City of: Phoenix (boundaries are 16 th St., north to Indian School Rd., east to 32 nd St., north to Lincoln Dr., east to 40 th St., south to Roosevelt St./Fillmore St. and west to 16 th St.	67,107
Gila River Indian Community	City of: Sacaton (Parts of Maricopa and Pinal Counties) and the Gila River (Pima) Indian Tribe	18,400
Southeastern Arizona Behavioral Health Services (SEABHS)	Cities of: Benson, Bisbee, Douglas, Huachuca City, Sierra Vista, Tombstone, and Willcox (Cochise County); Pima, Safford, Thatcher (Graham County); Clifton, Duncan, Morenci (Greenlee County); Amado, Elgin, Nogales, Patagonia, Rio Rico, Sonoita, Tubac (Santa Cruz County)	221,775
Tres Pueblos	Cities of: Casa Grande, Coolidge, Eloy (Pinal County)	59,940
Williams Alliance	Cities of: Ash Fork, Parks, Valle, Williams (Coconino County)	10,000
Yavapai County Substance Abuse Coalition	Cities of: Camp Verde, Chino Valley, Clarkdale, Cottonwood, Dewey-Humboldt, Jerome, Prescott Valley, Sedona (Yavapai County)	220,000

Draw the Line Activities Implemented at the Community-Level

In October 2007, *Draw the Line (DTL)*, the new underage drinking prevention campaign, led by Governor Napolitano and the Arizona Underage Drinking Prevention Committee, was unveiled to the public. After the campaign was unveiled, coalitions expressed a need to have the materials available in Spanish, as well. Coalitions with experience tailoring program services for Spanish-speaking communities collaborated with R & R Partners, the state campaign media consultants, on the development of a Spanish-language *Draw the Line* campaign message. As a result, *¡hasta aquí!* fact sheets and other collateral media were produced and distributed in the Spring of 2008 (January-March). Figure 7 below details *Draw the Line* outcomes.

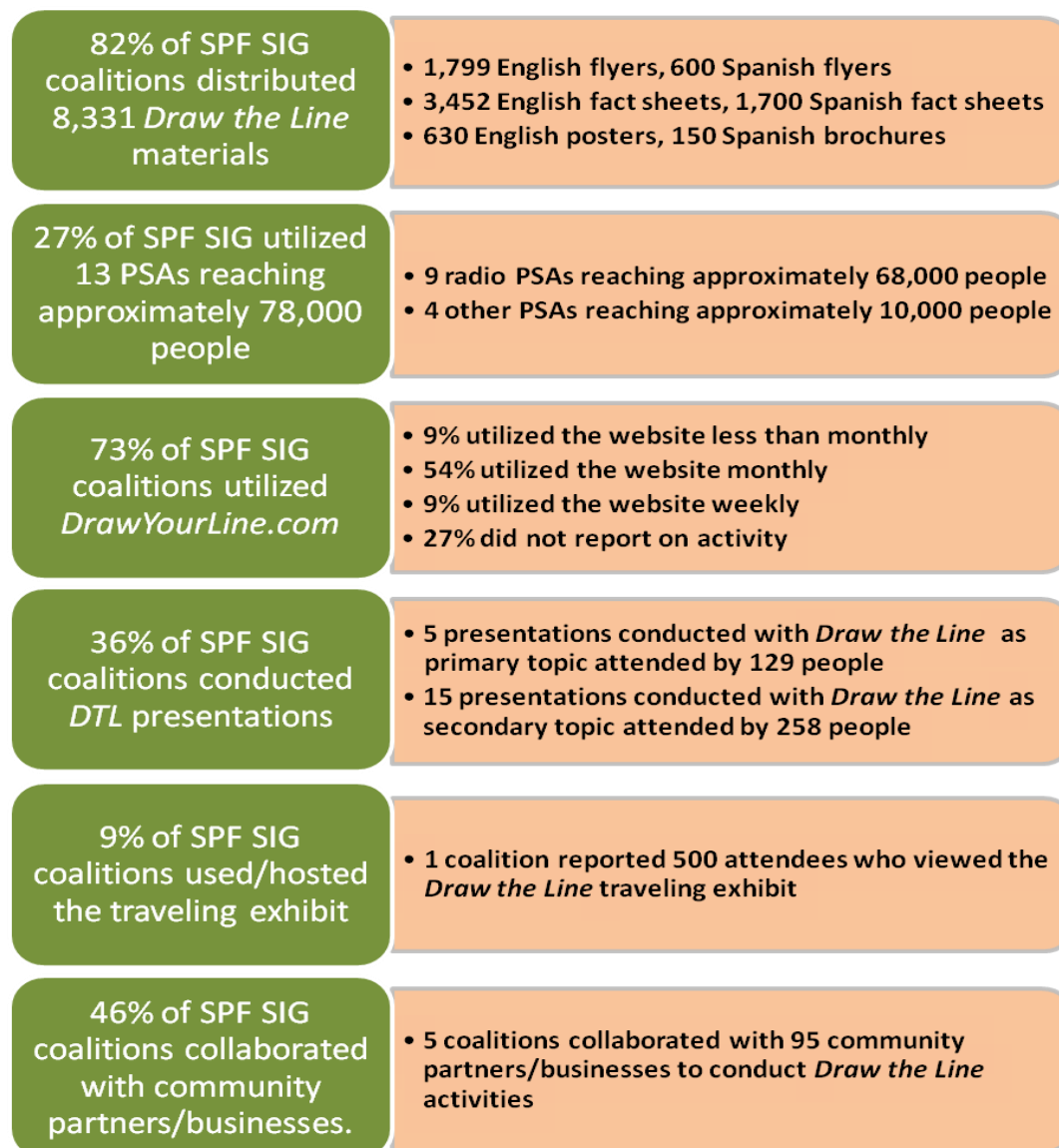


Figure 7: *Draw the Line* Activities and Outcomes, 2007-08

State Underage Drinking Committee Goals Implemented at the Community-Level

All Arizona SPF SIG coalitions were required to develop goals and strategies aimed at reducing the incidence and consequences of underage drinking based on their own community's level of readiness and capacity.

Successes

During the reporting period, coalitions experienced many successes surrounding their efforts to prevent and reduce substance abuse. Figure 8, below, highlights these areas and provides examples of the efforts that were successful.

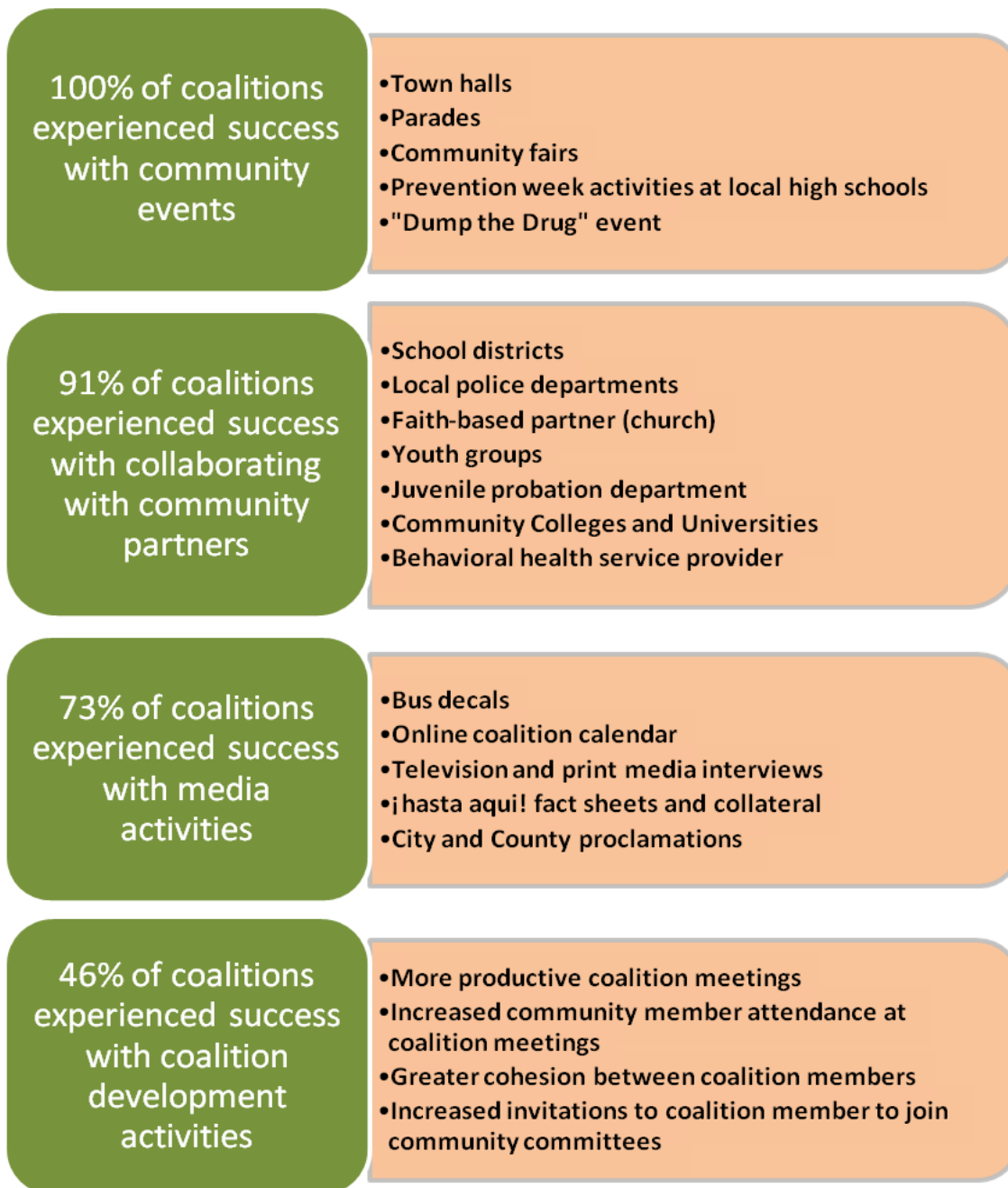


Figure 8: Summary of Coalition Accomplishments, 2007-08

Challenges

During this reporting period, coalitions also experienced some challenges surrounding their efforts to prevent and reduce substance abuse. Below, coalition challenges have been organized into general categories, including: Time Constraints; Community Engagement; Environmental Strategies; and Coalition Infrastructure. Details regarding the coalitions' challenges are detailed in Figure 9 below.

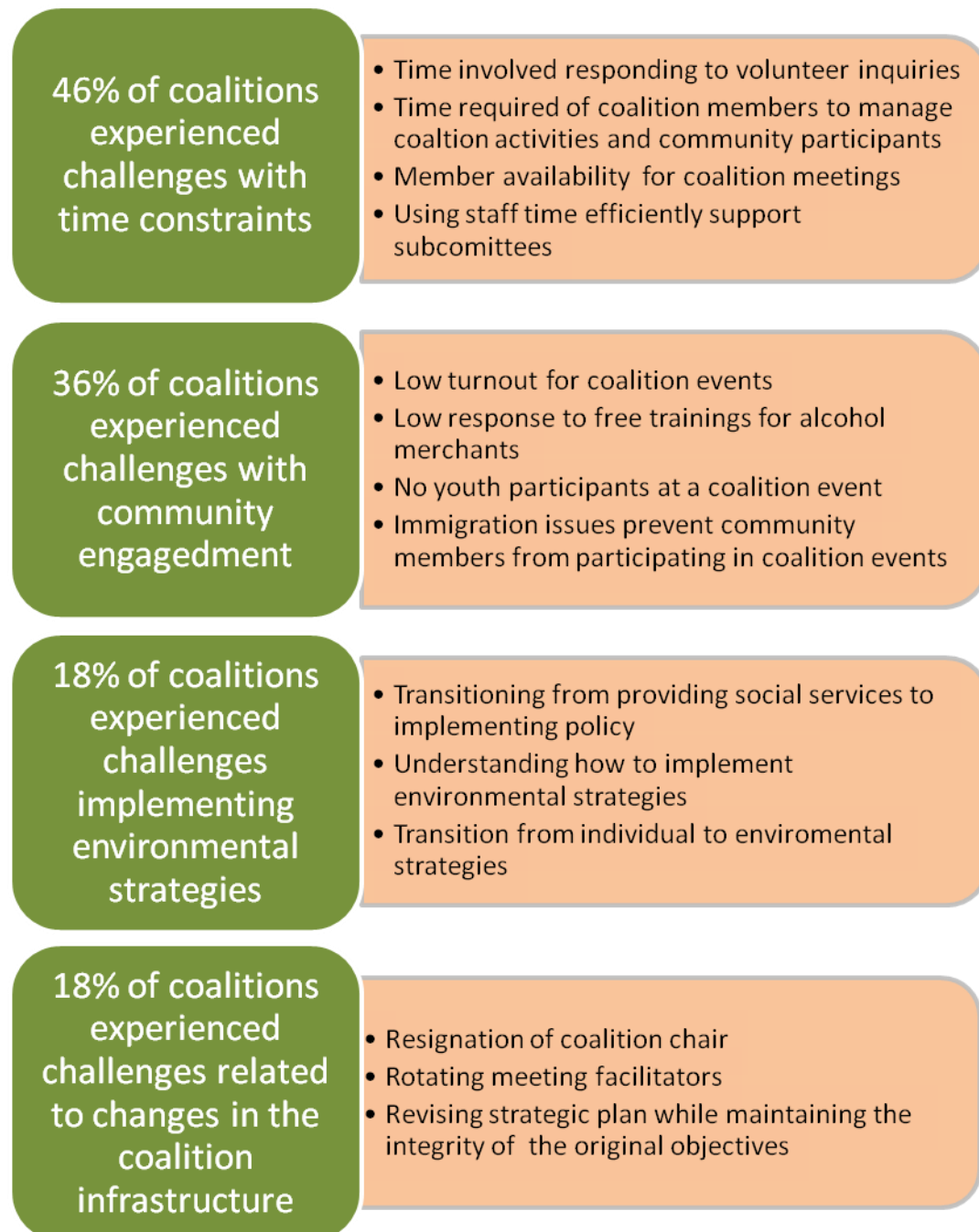


Figure 9: Summary of Coalition Challenges, 2007-08

Community-level SPF SIG Funding Leads to Improvements in Local Community Infrastructures

In Year Two, the effect of coalitions completing Steps One through Three of the SPF model can be seen with coalitions reporting enhancements in their services and programs, as well as cross-coalition collaboration for the purposes of data collections and program development.

Highlights include:

- 100% of coalitions reported that SPF SIG funding enhanced the role of their coalition in the community and/or enabled the expansion of coalition services this year.
- 91% of coalitions indicate the availability of workforce development resources in their community such as trainings, workshops, online courses, conferences, and other professional resources such as speaker's bureaus.
- Over half of coalitions reported applying for at least one grant during the past year and over one third reported receiving at least one grant award or securing additional funding.

Tribal Capacity Project

In August 2007, the GOCYF funded three additional tribal coalitions with SPF SIG carry-over funds and thus created the Tribal Capacity Project to include: the Navajo Nation, San Carlos Apache, and the Urban Indian Coalition of Arizona (serving urban Indians in Flagstaff, Phoenix, and Tucson, AZ). The Tribal Capacity Project grantees were only funded to complete the first three steps of the Strategic Prevention Framework (SPF): Assessment, Capacity Building, and Planning.

The three funded Tribal Capacity Cohort I grantees proposed to target specific populations in their Phase II applications:

- Navajo Nation is the largest American Indian reservation in the United States, with approximately 255,543 enrolled tribal members, of which 160,000 reside on the Navajo Nation. For the purposes of the SPF SIG, the proposed areas targeted include Piñon, Arizona and Halchita, Utah.
- The Urban Indian Coalition of Arizona is comprised of Arizona's three main urban area's Indian Centers, including Native Americans for Community Action, Inc. in Flagstaff, the Phoenix Indian Center in Phoenix, and the Tucson Indian Center in Tucson. These entities target urban Native youth, ages 9-21 in each of the three metropolitan areas.
- Located over 100 miles from the two main cities in Arizona, The San Carlos Apache Tribe has a total registered enrollment of 11,916; however 13,034 individuals live on the reservation.

The areas and populations specific to these grantees are detailed in Table 2 below. Population totals reflect the approximate number of Native Americans residing in each targeted area, not the total population of the tribal entity.

Table 2: Tribal Areas and Population Estimates

Coalition	Geographic Area(s)	Population
The Navajo Nation	Communities of: Piñon, Arizona, Halchita, Utah	5,358
Urban Indian Coalition of Arizona	Cities of: Flagstaff, Phoenix, and Tucson, Arizona.	92,628
San Carlos Apache Tribe STEPP Coalition	Community of: The San Carlos Apache Tribe	11,916

Evaluation of Technical Assistance

During the past year, all of the coalitions (100%) indicated that they received technical support from PPP related to the SPF-SIG Phase III renewal application, environmental strategies, or strategic planning. The renewal application assistance provided by PPP was focused on revisions to coalition strategic plans and environmental strategies.

Recommendations

Emphasize Environmental Strategies Coalitions made significant strides with identifying and implementing environmental strategies during Year Two. However, coalitions can continue to benefit from additional opportunities to increase their capacity for adapting programs and activities to reflect a greater understanding of true environmental strategies.

Include Cultural Competency in the SPF Process One of CSAP's requirements is that cultural competency is embedded in every step of the SPF process, but a systematic plan for how the coalitions can implement and accomplish culturally competent practices has not been completed. One such plan should include state agencies in collaboration with community coalitions to implement culturally competent practices throughout the state.

Provide Targeted Technical Assistance and Training for Identified Needs Coalitions have indicated a continued need for technical advice and training regarding specific issues such as sustainability, coalition development, environmental strategies, and social marketing. Future plans of the state should include these requests in the content of technical assistance and training provided to coalitions.

Coordinate Across Systems for Sustainability The efforts of community coalitions should be sustained into the future through the purposeful coordination and braiding of funding streams between the Governor's Office for Children, Youth and Families, Division for Substance Abuse Policy, the Arizona Department of Health Services, Division of Behavioral Health Services, and federal agencies.



IV. NOMs and Outcome Data

National Outcome Measures

One of the requirements of SAMHSA is participation in the National Cross-Site evaluation that includes the collection of National Outcome Measures (NOMs) at the state and community levels. The NOMs were created to assess performance measurement and management in order to gauge SAMHSA's success in meeting its mission. The NOMs consist of ten measurable outcomes for three areas: mental health services, substance abuse treatment, and substance abuse prevention. Overall, there were decreased numbers of adult and juvenile arrests as well as decreases in self-reported juvenile usage of alcohol and drugs for most coalitions between the periods prior to and during SPF implementation. Table 3 below contains a summary of these changes for the nine (9) outcome variables: adult DUI arrests, adult drug arrests, juvenile DUI arrests, juvenile alcohol consumption, juvenile binge drinking, juvenile drug arrests, juvenile marijuana use, juvenile meth use, and juvenile prescription drug use.

Table 3: NOMs Preliminary Outcome Summary, 2008

Coalition	Adult DUI Arrests	Adult Drug Arrests	Juvenile DUI Arrests	Juvenile Alcohol Con.	Juvenile Binge Drinking	Juvenile Drug Arrests	Juvenile Marijuana	Juvenile Meth	Juvenile Prescription Drug
Compass Health Care	+	-	+	-	-	-	-	-	+
SE Arizona Beh Health Svcs/ Cochise, Graham, Santa Cruz	+	-	-	-	-	-	-	-	+
SE Az Beh. Health Svcs/ Greenlee	-	-	-	-	-	-	-	-	+
Citizens Against Substance Abuse	+	-	+	-	-	-	-	-	+
Williams Alliance/Williams USD	-	-	-	-	-	-	-	-	+
AZ Youth Partnership/Globe	+	+	+	-	-	+	-	-	+
AZ Youth Partnership/Kingman	+	-	+	-	-	-	-	-	+
Chicanos Por La Causa	+	+	+	-	+	+	+	-	+
Pinal Hispanic Council	+	-	+	-	-	+	-	-	+
Youth Count	+	+	+	-	-	-	-	-	+
Terros	+	-	+	-	+	-	-	-	+
Gila River Health Care									
Phoenix Indian Center				Data Not Available at this Time					
Navajo Nation									
San Carlos Apache									



V. Conclusions

Accomplishments

State Level

At a state level in Year Four, Arizona successfully implemented all five steps of the Strategic Prevention Framework, resulting in significant outcomes for the enhancement of state substance abuse prevention infrastructure. Highlights included:

- ✓ **The Arizona Substance Abuse Partnership (ASAP) exceeded its mandate for quarterly meetings, and demonstrated high levels of member agency engagement:**
Building upon the successful creation of ASAP in Year Three, state level implementation of the SPF SIG was integrated into a structured and comprehensive effort to address substance abuse issues through the coordinated efforts of state prevention, treatment, and enforcement agencies.
- ✓ **Data-driven decision making, planning, and policy development were formalized and institutionally supported through ASAP resulting in cross-systems collaboration and significant outcomes:**
Data-driven decision making was a 2008 ASAP Strategic Focus Area, resulting in numerous improvements to state data systems infrastructure. The State Epidemiological Outcomes Workgroup continued to inform planning efforts at both the state and community levels with current substance abuse data. The Emerging Issues Subcommittee was formed to track the newest trends in substance use statewide. Formal mechanisms such as the establishment of ASAP Strategic Focus Areas, Executive Action Briefings, and the PIJ-SAP supported data driven planning, financial stewardship, and accountability for outcomes.
- ✓ **The state increased coordination with and funding for tribes:**
Through the efforts of ASAP member agencies, tribes became increasingly involved in coordinated law enforcement efforts and intelligence sharing. The GOCYF also successfully contracted eight tribal coalitions to implement the SPF.
- ✓ **State agencies and communities increased their use of evidence based practices:**
Far more evidence-based practices were reported in Year Four than in previous years. The GOCYF encouraged and supported the use of evidence based practices through technical assistance provision and funding requirements.
- ✓ **The state increased accountability for measurable outcomes:**
Executive Action Briefings and annual outcome reports required of ASAP and its committees focused on public accountability and reporting of progress and outcomes. New requirements for quarterly reporting of standardized benchmark data were instituted with all GOCYF funded community coalitions.

Community Level

In Year Four, after receiving SPF SIG funding, coalitions initiated Step Four of the Strategic Prevention Framework, resulting in significant progression during their second year. Accomplishments included:

- ✓ **Coalitions assessed the functioning of their memberships:**
In Year Two, coalitions completed *Coalition Functioning Instruments*—surveys given to coalition members—in order to determine how well coalition members are able to work together to address the coalition’s goals. Results from the surveys indicate that coalitions demonstrate high levels of functioning in two critical domains of coalition functioning: *Synergy* and *Leadership Effectiveness*.
- ✓ **Coalitions addressed the State Underage Drinking Prevention Committee goals at the community level:**
All coalitions made progress on three specific goals: advocating through the media; seeking stable funding; and advocating for policy change. *Draw the Line* materials were translated into Spanish for expanded use in more Arizona communities.
- ✓ **Community coalitions across Arizona implemented environmental strategies to reduce substance abuse:**
Coalitions more than doubled expectations by identifying 67 environmental strategies for implementation and all coalitions report progressing on at least one strategy during the reporting year.
- ✓ **Community substance use prevention coalitions formed or became stronger across the state:**
Participating Arizona SPF SIG coalitions reported improvements in the community-level prevention infrastructure, in comparison to the previous reporting year. Social network analysis revealed that the network became larger and more connected among its members, indicating that network members are collaborating and sharing resources and information with higher numbers of other members within the network.
- ✓ **NOMs data indicates that the SPF SIG initiative is having an impact in Arizona communities:**
Through data collected for the NOMs, it appears that the SPF SIG coalition efforts are preventing increases in self-reported usage of alcohol, including binge drinking, marijuana, and meth usage. Overall, there were also decreased numbers of adult and juvenile arrests as well as decreases in self-reported juvenile usage of alcohol and drugs for most communities with SPF SIG coalitions between the periods prior to and during SPF SIG implementation.



VI. Recommendations

The Year Four evaluation of the Arizona SPF SIG shows that the five steps of the Strategic Prevention Framework—Needs Assessment, Capacity Building, Strategic Planning, Implementation, and Evaluation—were successfully implemented in Arizona at a state level. The following recommendations are indicated in order to sustain the positive changes made to date:

1. Develop sustained efforts among members of the SPF SIG coalition network: This should be accomplished, in part, through a combination of consistent funding, institutionalized practices and structures, and positive outcomes by all members of the network at state and local level.
2. Further increase collaboration and the sharing of resources and information among members of the SPF SIG social network: This can be accomplished through state and regional meetings and conferences, coordinated information sharing efforts, and continued training and workforce development efforts made available to substance abuse prevention organizations throughout the state.
3. Create a state transitional plan for the sustainability of the Strategic Prevention Framework community coalition efforts in Arizona: Funding for Arizona coalitions under the SPF SIG initiative concludes in the fall of 2010. SPF SIG coalitions have matured, stabilizing in membership, structure, and the implementation of evidence based and environmental strategies. Formal efforts should be made to transition SPF SIG coalition efforts into the ADHS SAPT block grant funded prevention system to maintain their progress and build on current successes.
4. Ensure that unspent SPF SIG carry over funding is expended to further build the state's capacity to respond to substance abuse issues in Arizona: The forthcoming Year Five marks the last of the five years of the SPF SIG initiative. Unspent funds should be allocated to build community capacity using the SPF model in high need and low capacity communities that have not benefitted from SPF SIG funds thus far.
5. Emphasize Environmental Strategies: Coalitions made significant strides with identifying and implementing environmental strategies during Year Two. However, coalitions can continue to benefit from additional opportunities to increase their capacity for adapting programs and activities to reflect a greater understanding of true environmental strategies.
6. Include Cultural Competency in the SPF Process: One of CSAP's requirements is that cultural competency is embedded in every step of the SPF process, but a systematic plan for how the coalitions can implement and accomplish culturally competent practices has not been completed. One such plan should include state agencies in collaboration with community coalitions to implement culturally competent practices throughout the state.
7. Provide Targeted Technical Assistance and Training for Identified Needs: Coalitions have indicated a continued need for technical advice and training regarding specific issues such as sustainability, coalition development, environmental strategies, and social marketing. Future plans of the state should include these requests in the content of technical assistance and training provided to coalitions.
8. Coordinate Across Systems for Sustainability The efforts of community coalitions should be sustained into the future through the purposeful coordination and braiding of funding streams between the Governor's Office for Children, Youth and Families, Division for Substance Abuse Policy, the Arizona Department of Health Services, Division of Behavioral Health Services, and federal agencies.



VII. Acknowledgements

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- Arizona Criminal Justice Commission
- Arizona Department of Health Services, Division of Behavioral Health Services
- Arizona Governor's Office for Children, Youth, and Families, Division for Substance Abuse Policy
- Arizona Governor's Office of Highway Safety
- Arizona State Epidemiological Outcomes Workgroup
- Arizona Substance Abuse Partnership
- Arizona Underage Drinking Prevention Committee
- Community Prevention Coalitions throughout Arizona
- Department of Public Safety